



County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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April 3, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
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Supervisor Michael D. Antonovich
From: 
David E. Janssen
Chief Administrative Officer

LOS ANGELES COUNTY HOMELESS PREVENTION INITIATIVE STATUS REPORT

In accordance with your Board's direction on April 4, 2006, this report provides a status update on the implementation of the 11 key programs that are included in the Los Angeles County Homeless Prevention Initiative (HPI). The Chief Administrative Office (CAO) continues to facilitate implementation work groups for specific key programs with participation from several CAO branches and the Community Development Commission (CDC), the Departments of Children and Family Services (DCFS), Health Services (DHS), Public Health (DPH), Mental Health (DMH), Public Social Services (DPSS), Probation, and the Sheriff. Representatives from these County agencies and departments are the County HPI Team. CAO staff also continues to meet with Councils of Government (COGs), city managers and other city officials, as well as other government agencies and community-based service providers regarding the implementation of HPI programs.

The following is a status update on the implementation of the 11 key HPI programs.

Homeless and Housing Program Fund (HHPF)

▪ **City/Community Programs Request for Proposal (RFP)**

A County Work Group led by the CDC has developed the RFP for the competitive allocation of the \$32 million *City/Community Programs* of the HHPF. The Work Group met weekly for several months to draft the RFP document and has received technical input from CDC consultants who work with the City of Industry Housing Fund RFP process. The draft RFP was presented to your

Board's Homeless and Housing Deputies on March 16, 2007. We plan to present the RFP process to your Board for approval in April, and the RFP will be released at the end of April for a 60-day application period. Several mandatory pre-bidder conferences will be held in strategic areas of the County in early May and proposals will be due the end of June. The process to score proposals and hold administrative hearings on appeals to the scoring will take a couple of months. At the completion of this process, recommendations for funding awards will be submitted to your Board for approval.

▪ **Pre-development Revolving Fund RFP**

The \$20 million *Pre-Development Revolving Fund* will also be competitively allocated. A draft of the RFP was presented to your Board's deputies on March 26, 2007. Your Board's approval of the process for this RFP will also be requested in April.

The CAO is working with CDC to develop and execute memorandum of understanding for the transfer of funds through budget adjustments for both the \$32 million County Programs and the \$20 million Pre-Development Revolving Loan Fund.

▪ **DPSS Administered Programs**

- *Moving Assistance for CalWORKs non-Welfare-to-Work Homeless Families in Emergency/Transitional Shelter or Similar Temporary Group Living* is a successful program that DPSS has administered for over two years using CalWORKs incentive funds. These funds are projected to be exhausted in June 2007 and will be replaced with the HHPF funds. *Moving Assistance for non-CalWORKs Homeless Families in Emergency/Transitional Shelter or Similar Temporary Group Living* was implemented in March 1, 2007.
- *Rental Subsidy for CalWORKs and Non-CalWORKs Homeless Families in Emergency/Transitional Shelter or Similar Temporary Group Living* was implemented effective December 1, 2006. There were no applications filed for the months of December 2006 or January 2007. CalWORKs Program staff has conducted outreach to more than 100 case managers representing approximately 70 emergency shelter agencies to provide information on the availability of the Rental Subsidy Program. Outreach efforts to promote this program will continue.

- *Eviction Prevention for CalWORKs non-Welfare-to-Work Homeless Families* is a program that DPSS has been administering for over two years using CalWORKs incentive funds. These funds are expected to be exhausted in June 2007 and will be replaced with the HHPF funding.
- The *Moving Assistance for Single Adults in Emergency Transitional Shelter or Similar Temporary Group Living* program began operation Countywide in March 2007. (This program is available countywide, but is administered out of the six DPSS General Relief (GR) offices where the GR rental subsidies are available.)
- **Skid Row Families Project**
The contract with Beyond Shelter to implement the *Skid Row Families Program* became effective January 18, 2007. Beyond Shelter is working with the County's Skid Row Family Assessment Team composed of staff from DCFS, DMH, DPH and DPSS. To date, 103 families have been referred to Beyond Shelter and 23 families have been enrolled in Beyond Shelter's Housing First Project where they are assigned a Housing Specialist to assist each family to obtain permanent, affordable housing. The assistance provided to the families includes temporary housing in extended stay motels outside Skid Row, housing search, lease negotiation, processing of applications for Section 8 certificates and other benefit programs, shallow rent subsidies for eligible families, and case management over a six-month period.
- **Homeless Recuperative Care Program**
DHS continues to work on the development of a contract for the *Homeless Recuperative Care Program*. DHS has projected that the contract will be submitted to your Board for approval in May 2007. Unfortunately, the community provider underestimated the amount of funding it would take for 15 beds for 2 years because the estimate was based on their current facility, which is in Skid Row and is a less expensive location. Therefore, the CAO has invoked his delegated authority to increase the funding for this program by 10 percent and DHS will need to reduce the length of the contract to 20 months, pending the identification of additional funding during the Fiscal Year (FY) 2007-08 Budget process.

▪ **Moving Assistance/Rental Subsidies for Transition Age Youth**

DCFS and Probation are continuing their planning for the *Moving Assistance/Rental Subsidies for Transitional Age Youth (TAY) Exiting Dependency and Probation Systems Program*. Funding for this program was split between the two departments and they are both developing a process for serving their respective clients.

- DCFS has developed the eligibility criteria, referral process, and application form to assist TAY clients who have exited, or are preparing to exit, the DCFS system with obtaining permanent housing. DCFS has also requested the set up of Purchase Orders for FY 06-07 and 07-08. Implementation is targeted for April 15, 2007 and the initial focus will be clients who are completing DCFS' Transitional Housing Program.
- Probation has had discussions with the Sheriff Department to evaluate how this program can collaborate with the Sheriff's HHPF *Jail In-Reach Program* and with the CDC regarding subsidized housing options for Probation clients. Probation is also looking at ways to utilize Socialserve.com when it is brought on line and the County's eCAPS. Initial outreach was conducted to programs serving TAY within Probation and in the community. Probation hired two case managers and will be ready to fully implement the program starting in mid-April.

▪ **Jail In-Reach Program**

The Sheriff Department had anticipated completing an RFP to competitively recruit a community based organization to provide case management services for their *Jail In-Reach Program* in mid April with responses by the end of May 2007 followed by a recommendation to your Board. However, as a part of their due diligence to determine how to best leverage the Jail In-Reach funds, the Sheriff's Community Transition Unit has recently learned from the CDC and the Corporation for Supportive Housing that there is a good opportunity to leverage the Jail In-Reach funds with Shelter Plus Care vouchers that would create permanent supportive housing for high need, homeless inmates. The Shelter Care Plus vouchers offer a unique opportunity to provide supportive housing for inmates with a long history of arrests that have been historically underserved due to the lack of access to housing with quality supportive services. In order to fully explore this leveraging opportunity, the Sheriff's staff is delaying the release of the RFP for case management services. Your Board will be kept apprised of the progress.

- **Administration Program**

The Administration Funds of the HHPF are under the control of the CAO and are being used for two purposes: First, to provide gap funds for programs that need increases due to unexpected change in the program structure and/or cost changes. Second, \$2 million of the administration funding will be used for an SSI and other benefits advocacy program.

- **Board Approved Programs:**

- **Skid Row Families Project:** See program description above.
- **Transformation of Cold/Wet Weather Beds to Year-Round Shelter:** Funding was transferred to Los Angeles Homeless Services Authority (LAHSA) to sustain the New Image program, which provides 996 beds each night; the funding is being used to leverage \$4.9 million from the City of Los Angeles.
- **Santa Monica Homeless/Community Court:** The CAO is working closely with the City of Santa Monica, the Superior Court, and the Public Defender regarding implementation of the City of Santa Monica Homeless/Community Court. Contracts to transfer funds to the City and Superior Court are being finalized. The Court began sessions in February 2007 and has seen 13 unduplicated clients to-date.
- **Access to Housing for Health:** Enrollment of patients began on March 1, 2007. As of the end of March, there have been 14 referrals, three clients enrolled, and two pending.
- **Weingart Center Operations:** Funding has been transferred to the Center and will allow for continued operations of its ten residential programs for a period of six to nine months while they work to secure other funding.

Stabilization Centers

CAO staff, along with staff from Supervisors Molina and Knabe, are working with the Gateway Cities Council of Government to develop a homeless program to augment homeless services for the 27 member cities. Discussion with other cities, councils of government, and housing and homeless advocates, as well as with Board offices, public, and nonprofit agencies to develop concepts that align with specific sub-regions/community needs also continue.

Skid Row Homeless Family Assessment Center (HFAC)

The CAO, along with staff from DCFS, DHS, DMH, DPH, and DPSS, are working with the Weingart Center, JWCH Institute, INC., and the Community Clinic Association of Los Angeles to provide space for the Skid Row Family Assessment Team at the proposed Homeless Medical Clinic at the Leavey Building owned by the Weingart Center Association and located on San Pedro Street between 5th and 6th Streets. Pending completion of the new Homeless Medical Clinic, staff is exploring other relocation options.

Homeless Court Program

The CAO is working with the County Public Defender, Superior Court, and the Los Angeles City Attorney on the plan for enhancing the Homeless Court Program. Current discussions are focused on the hiring of staff; three of the staff will be contract employees and two will be Superior Court staff. The CAO has provided an advance notice to your Board of his intention to enter into a sole source contract with Public Council to provide Homeless Court coordination services. A Departmental Service Order with Superior Court is also being prepared.

Prototype Court

The HPI's only involvement with DMH's Prototype Court is annual monetary allocation of \$200,000 to support the Court.

Housing Locators/Housing Specialists

DPSS implemented their project for CalWORKs Homeless Families in September 2006. A total of 640 referrals have been initiated resulting in 61 placements for the period of September 2006 through January 2007. Thirty-two (32) percent of all referrals were initiated in January 2007.

DMH was given approval by the Department of Human Resources to hire 23 Housing Specialists using Mental Health Services Act funding. However, prior to completing the hiring process, a hiring freeze was placed on the Department. Once the freeze is lifted, which is projected for April 2007, they will continue the hiring process.

Housing Database

The sole source contract with Socialserve.com was approved by your Board on December 19, 2006 and the contractor is currently designing phase I of the database. A contract amendment with SocialServe.com is currently being prepared to accelerate deliverables related to the County Housing Authority's Section 8 vacancy listings in order to expedite the ability of Section 8 voucher holders to find housing. Target for implementation of phase I, including the expedited Section 8 vacancy list, is Spring 2007.

General Relief Housing Subsidy and Case Management Project

The pilot, which provides funding for rental subsidies for up to 900 GR clients, was implemented in July 2006 at six Pilot District Offices. Based upon implementation experience, the program was amended in February 2007 to provide one-time move-in assistance to the GR participants. Since inception of the program, 763 participants have been enrolled in the pilot and 127 are receiving the subsidy payment.

DPSS-Sheriff's Homeless Release Project

In August 2006, DPSS staff began processing application referrals for GR/Food Stamps, CalWORKs/Food Stamps, and Food Stamps applications for homeless inmates at Men's Central Jail and Century Regional Detention Facility.

In March 2007, a DPSS Cashier Operation was located in the Men's Central Jail, CTU.

▪ **Referrals Through January 31, 2007:**

| | |
|--|-------|
| Total referrals received from the CTU | 2,513 |
| Total referrals rejected | 429 |
| Total referrals accepted | 2,084 |
| Total referrals approved | 470 |
| Total referrals pending inmate release | 642 |
| Total released inmates – No Show | 972 |

▪ **Issuances by type:**

| | |
|-----------------|-----|
| GR/Food Stamps | 464 |
| Food Stamp Only | 1 |
| CalWORKs | 5 |

DPSS-DHS Homeless Release Project

Since July 25, 2006, DPSS staff outstationed at LAC+USC Medical Center have processed referrals for homeless patients being discharged from DHS' four acute care hospitals.

▪ **Referrals through February 23, 2007:**

| | |
|---------------------------|-----|
| Total referrals received | 319 |
| Total referrals rejected | 185 |
| Total number of approvals | 119 |

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▪ **Issuances by type:**

| | |
|----------------|-----|
| GR/Food Stamps | 102 |
| GR Only | 16 |
| FS Only | 1 |
| CalWORKs | 0 |

Homeless and Service Enriched Housing Initiatives Coordinator

The CAO conducted an open competitive recruitment for a Homeless and Housing Coordinator and hired Garrison Smith, who will assume the position effective April 16, 2007.

The next status report will be provided to your Board at the end of June 2007. In addition, we will continue to brief your Board's Homeless Deputies on a regular basis. Attached for your review are the updated HPI/HHPF Cost Matrices containing budgets for the one-time \$80 million HHPF and the ongoing \$15.9 million HPI recommendations.

If you have questions or require additional information, please contact me, or your staff may contact Lari Sheehan at (213) 893-2477 or at lsheehan@cao.lacounty.gov.

DEJ:LS
KH:MDC:hn

Attachments

c: Sheriff Leroy D. Baca
Cynthia D. Banks, Director of Community and Senior Services
Dr. Bruce A. Chernof, Director and Chief Medical Officer of Health Services
John A. Clarke, Executive Officer/Clerk of Superior Court
Dr. Jonathan E. Fielding, Director and Health Officer of Public Health
Carlos Jackson, Executive Director of the Community Development Commission
Michael P. Judge, Public Defender
Patricia S. Ploehn, Director of Children and Family Services
Dr. Marvin J. Southard, Director of Mental Health
Robert B. Taylor, Chief Probation Officer
Philip L. Browning, Director of Public Social Services

LOS ANGELES COUNTY HOMELESS PREVENTION INITIATIVE - ONGOING FUNDING

| RECOMMENDATION | TOTAL COST | OTHER FUNDING SOURCE | COUNTY GENERAL FUND | Total Funds transferred to County Department or Program Provider | COMMENTS |
|--|-------------------|----------------------|---------------------|--|--|
| ONGOING FUNDING | | | | | |
| Create five 24-hour, multi-disciplinary/interdepartmental Stabilization Centers | 7,125,000 | | 7,125,000 | 0 | CAO staff will continue work with Board offices and public and non-profit agencies on an ongoing basis to develop concepts that align with specific sub-regions/community needs. |
| Create a multi-disciplinary/interdepartmental Homeless Family Assessment Center (HFAC) at Skid Row | 1,400,000 | | 1,400,000 | 0 | CAO is conducting implementation planning meetings with County depts that will be housed at the HFAC and Beyond Shelter (Beyond shelter was awarded a contract to work with Skid Row Families). |
| Create a Homeless Court | 379,000 | | 379,000 | 0 | CAO is working with the County Public Defender, Superior Court, LA City Attorney on the plan for enhancing the Homeless Court Program. Current discussions are centered around hiring of staff; three of the staff will be contract employees and two will be Superior Court staff; CAO is working on final details for hiring the contract staff, i.e., sole source versus open competitive bid, and a DSO with Superior Court. |
| Create a Prototype Court | 200,000 | | 200,000 | 200,000 | The HPI's only involvement with DMH's Prototype Court is an annual allocation of \$200,000 to support the Court; the funding is available to be moved to DMH upon request. |
| Housing Locators/Housing Specialist (DMH) | 400,000 | | 400,000 | 0 | DPSS contract with the Weingart Center was approved on 09/06 to provide housing locator services for CalWORKs homeless families for SPA 4 & Del Richardson & Assoc for all other SPAs. The \$400,000 of HPI funding is still in the CAO budget and is available for other agencies interested in conducting housing locator services. |
| | 923,000 | 923,000 | | 923,000 | |
| (CalWORKs) | 3,000,000 | 3,000,000 | | 3,000,000 | |
| Create a Housing Data Base | 382,000 | 180,000 | 202,000 | 382,000 | Contract with Socialserve.com was approved on 12/19/06 and the contractor is currently designing phase I of the database; target for implementation of phase I is Spring 2007. |
| DPSS General Relief (GR) Housing Subsidy and Case Management Pilot | 4,052,000 | | 4,052,000 | 4,052,000 | Implemented July 25, 2006; provides up to \$300 per month for rental subsidy for GR eligible clients. An estimated 900 clients to be served at any given time. |
| DPSS Applications at County Jails | 1,097,000 | | 1,097,000 | 1,097,000 | Implemented in August 2006; DPSS staff is providing outreach to inmates and are taking benefits applications prior to their release. |
| DPSS Applications at County Medical Centers Pilot | 588,000 | | 588,000 | 588,000 | Implemented in August 2006; DPSS staff is providing outreach to homeless clients at County hospitals and are taking benefits applications prior to their release. |
| Hire a Homeless/Housing Coordinator | 148,000 | | 148,000 | 0 | The CAO has an ongoing open competitive recruitment for a Coordinator and applications are currently being screened. |
| ONGOING FUNDING TOTAL | 19,694,000 | 4,103,000 | 15,591,000 | 10,242,000 | |

| COUNTY HOMELESS AND HOUSING PROGRAM FUND - ONETIME FUNDING | | | | |
|--|--------------|--|--|---|
| RECOMMENDATION | TOTAL COST | Total Funds transferred to County Department or Program Provider | Remaining Balance to be transferred to County Department or Program Provider | Comments |
| CITY/COMMUNITY PROGRAMS: | | | | |
| Capital Development: Housing Units; Safe Havens; Operating Subsidies | \$11,600,000 | \$0 | \$11,600,000 | A County work group led by the CDC is currently working on an RFP process that will be submitted to the Board in April 2007. |
| Locally Defined Programs to Reduce and/or Prevent Homelessness (other than Capital) | \$20,400,000 | \$0 | \$20,400,000 | A County work group led by the CDC is currently working on an RFP process that will be submitted to the Board April 2007. |
| Sub total | \$32,000,000 | \$0 | \$32,000,000 | |
| COUNTY PROGRAMS: | | | | |
| Revolving Loan Fund | \$20,000,000 | \$0 | \$20,000,000 | RFP process under development. Estimated release date is Spring/Summer 2007 |
| Community Outreach and Collaboration Strategies | \$800,000 | \$0 | \$800,000 | RFP process to be developed ASAP |
| Sub total | \$20,800,000 | \$0 | \$20,800,000 | |
| DISCHARGE PROGRAMS/RENTAL SUBSIDIES/MOVING ASSISTANCE/EVICTION PROTECTION: | | | | |
| Moving assistance for CalWORKs Non-Welfare-to-Work Homeless Families and Non-CalWORKs Families in Emergency/Transitional Shelter or Similar Temporary Group Living | \$1,300,000 | \$1,300,000 | \$0 | On December 12, 2006, the Board approved the Request for Appropriation Adjustments in the operating budgets of the County departments that will administer the programs under the County Programs category (\$19.3 million) |
| Rental Subsidy for CalWORKs & Non-CalWORKs Homeless Families in Emergency/Transitional Shelter or Similar Temporary group Living | \$4,500,000 | \$4,500,000 | \$0 | Same as above. |

| COUNTY HOMELESS AND HOUSING PROGRAM FUND - ONETIME FUNDING | | | | | |
|--|-----------|---------------------|---------------------|------------------|----------------|
| Eviction Prevention for CalWORKs Non-Welfare-to-Work Homeless Families | \$500,000 | \$500,000 | \$500,000 | \$0 | Same as above. |
| Housing Assistance for Skid Row Families | | \$3,700,000 | \$3,700,000 | \$0 | Same as above. |
| Moving Assistance for Single Adults in Emergency/Transitional Shelter or Similar Temporary Group Housing | | \$1,100,000 | \$1,100,000 | \$0 | Same as above. |
| Discharge of Hospital Patients (Recuperative Care) | | \$1,320,000 | \$1,200,000 | \$120,000 | Same as above. |
| Moving Assistance/Rental Subsidies for Transitional Age Youth Exiting Dependency and Probation Systems | | \$3,500,000 | \$3,500,000 | \$0 | Same as above. |
| Jail "in-Reach" Case Management | | \$1,500,000 | \$1,500,000 | \$0 | Same as above. |
| Sub total | | \$17,420,000 | \$17,300,000 | \$120,000 | |

| COUNTY HOMELESS AND HOUSING PROGRAM FUND - ONETIME FUNDING | | | | |
|--|--------------------|--|--|---|
| RECOMMENDATION | TOTAL COST | Total Funds transferred to County Department or Program Provider | Remaining Balance to be transferred to County Department or Program Provider | Comments |
| ADMINISTRATION: | | | | |
| Evaluation - "Performance Counts!" | \$1,840,000 | \$0 | \$1,840,000 | The remaining \$1,840,000 million balance under the administration category will remain within the CAO budget as these activities will be administered by the CAO; \$319,000 of the \$1.84 million will be moved to DCFS at some time in the future to support the SRAT working with Skid Row Families. |
| SSI and Other Benefits Advocacy Program | \$2,000,000 | \$0 | \$2,000,000 | RFP currently being prepared. |
| Program Administration | "to be determined" | \$0 | \$0 | |
| Sub total | \$3,840,000 | \$0 | \$3,840,000 | |
| OTHER BOARD APPROVED PROGRAMS: | | | | |
| Skid Row Families | \$2,000,000 | \$2,000,000 | \$0 | On September 12, 2006, the Board delegated authority to the CAO to prepare and execute agreements and/or MOUs to fully implement this program. |
| Transform Cold/Wet Weather Beds to Year-Round Shelter | \$1,000,000 | \$1,000,000 | \$0 | Same as above. |
| Santa Monica Homeless/Community Court | \$540,000 | \$0 | \$540,000 | Same as above. |
| Access to Housing for Health | \$1,500,000 | \$0 | \$1,500,000 | Same as above. |

| COUNTY HOMELESS AND HOUSING PROGRAM FUND - ONETIME FUNDING | | | | |
|--|--------------|--------------|--------------|---|
| Weingart Center Operations | \$900,000 | \$900,000 | \$0 | On September 12, 2006, the Board delegated authority to the CAO to prepare and execute agreements and/or MOUs to partially implement this program. On January 23, 2007, the Board authorized the release of the remaining \$450,000 to fully implement this program |
| Sub total | \$5,940,000 | \$3,900,000 | \$2,040,000 | |
| ONGOING FUNDING TOTAL | \$80,000,000 | \$21,200,000 | \$58,800,000 | |